Government of
Saskatchewan

2005-2006
Annual Report

Saskatchewan
Public Service Commission

106-07044/

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Letter of Transmittal

The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

July 2006

Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour of submitting the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2006.

Respectfully submitted,

Pat Atkinson

Pat Atkinson
Minister Responsible for the Saskatchewan Public Service Commission

The Honourable Pat Atkinson
Minister Responsible for the Saskatchewan Public Service Commission

July 2006

Dear Minister:

I am pleased to submit for tabling the 2005-06 Annual Report for the Saskatchewan Public Service Commission.

This annual report highlights goals, objectives and actions taken to implement the *2002-2006 Corporate Human Resource Plan* – our four-year human resource plan for the Saskatchewan public service.

These actions, taken by the Saskatchewan Public Service Commission and departments, are directed to ensure the public service has the right people in the right jobs at the right time.

By following the actions in the plan, Saskatchewan will continue to have a strong public service, able to provide excellence in policies, programs and services for the people of this province into the future.

Sincerely,

Clare Isman
Chair, Public Service Commission

Introduction

This annual report provides a report on actions undertaken in 2005-06, as previously published in the Commission's *2005-06 Performance Plan*. This plan was released in March 2005 and is available online at **http://www.gov.sk.ca/psc/about/chrp.htm**. The performance plan represents actions for the current year as described in the *2002-2006 Corporate Human Resource Plan* (CHRP).

The CHRP is a human resource strategy for the Saskatchewan public service. The Commission and government departments have partnered to carry out the goals and objectives of the CHRP. As it is the Commission's responsibility to report all actions and activities listed in the CHRP, an analysis of departments' progress is also provided on each goal.

Reporting on actual year-end results – both financial and performance – as compared to the CHRP released at the start of the year increases the accountability to the public.

The annual report uses a number of performance measures. The majority are obtained from the 2005 government-wide Employee Survey. The survey gathered input from employees about their perceptions of strengths and areas for improvement in our workplace and measured progress on human resource initiatives. The survey is biennial and will be conducted again in fall, 2007.

Improvements in this annual report are tied to continued implementation of government's system of planning, measuring and reporting.

This report contains additional information about the Commission, including financial statements, organizational charts, and information about the Public Service Commissioners. The report also uses a number of specific human resource terms. For definitions of these terms refer to Appendix F: Glossary of Terms.

Who We Are

The Public Service Commission is the independent agency responsible for providing leadership and policy direction for human resource management in the public service, and for representing the public interest in the administration of *The Public Service Act, 1998*.

The Commission takes direction from and is responsible to the Government of Saskatchewan through the Minister Responsible for the Public Service Commission, as well as an independent panel of Public Service Commissioners. The Commissioners delegate authority to the Chair of the Public Service Commission.

The main office of the Commission is located in Regina, and a regional office is located in Saskatoon.

The Commission either directly delivers or collaborates with departments in the delivery of human resource services. Human resource services include recruitment and selection, learning and development, classification, labour relations, workplace diversity, human resource information systems, employee and family assistance, human resource policy development, human resource planning, and organizational development.

Goals, objectives and actions relating to human resource services are reported in the Saskatchewan public service's Corporate Human Resource Plan (CHRP).

Within the CHRP, the Commission is accountable for:

- Leading the development of the CHRP;
- Co-ordinating government-wide human resource actions;
- Ensuring alignment of activities with government-wide priorities; and
- Establishing measures, and evaluating and reporting on actions under the CHRP.

Departments are accountable for:

- Partnering with the Commission to develop the CHRP;
- Completing key actions outlined in the CHRP;
- Providing progress reports to the Commission on actions under the CHRP; and
- Supporting government-wide human resource priorities.

The Saskatchewan public service

The vision for the Saskatchewan public service is to be recognized as a leader in public sector management and policy, and dedicated to providing excellent programs and services valued by the people of Saskatchewan.

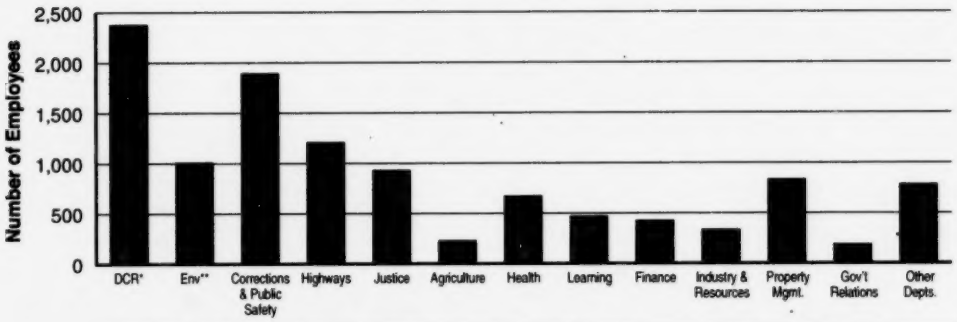
Employees in the Saskatchewan public service provide quality service to the people of the province. From pasture operators to corrections workers, policy analysts to lab clerks, mining engineers to accountants, our employees play a critical role in ensuring the government achieves its strategic goals and objectives.

Among their many roles, public service employees:

- encourage Saskatchewan residents to be physically active and improve their quality of life;
- engage Saskatchewan communities in crime prevention;
- monitor Saskatchewan's air, land and water quality;
- assist Saskatchewan farmers to increase livestock production and diversify to higher value crops; and
- work to make Saskatchewan a great place in which to live, work, and do business.

As of March 31, 2006, there were more than 11,000 people working in permanent full-time, permanent part-time, term and labour service positions in the public service. In summer months, seasonal employees bring this number up to more than 12,000 people.

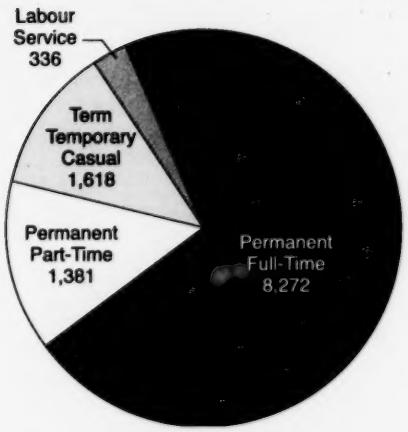
The Saskatchewan public service
Employees by Department
March 2006
11,607



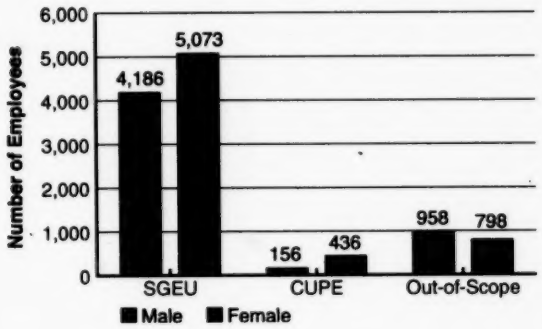
	DCR*	Env**	Corrections & Public Safety	Highways	Justice	Agriculture	Health	Learning	Finance	Industry & Resources	Property Mgmt.	Gov't Relations	Other Depts.
Male	488	657	1,034	1,016	272	282	164	114	172	158	523	65	355
Female	1,889	351	860	191	658	205	507	357	253	177	310	121	428

* Community Resources and Employment
** Environment

The Saskatchewan public service
Number of Employees by Type
March 2006
11,607



The Saskatchewan public service
Employees by Scope
March 2006
11,607



For further statistical information on employees in the Saskatchewan public service, please visit **http://www.gov.sk.ca/psc/stats**.

2005-06 Results at a Glance

The Commission and departments are committed to ensuring the public service has capable and talented individuals working in a healthy, supportive and challenging work environment. The Commission and departments made significant progress in meeting this commitment in 2005-06.

Goals and objectives listed in this report are aligned with government's strategic plan for the future. In particular, the government's objective to help youth make a successful transition to the workforce (as listed in the *2005/06 Budget and Performance Plan Summary*) was supported by the Commission and departments through several actions listed in this report.

Summary of Performance Results

The following list provides a sample of work completed, and lists the Commission and/or specific department(s) responsible for the work.

Goal One – The Saskatchewan public service has talented, innovative and dedicated employees

Implemented the Master's of Public Administration Internship Program in conjunction with the University of Regina. (Commission and departments)

Developed and delivered four workshops on *The Practical Art of Coaching* (a workshop to assist managers and potential managers with their coaching skills). Conducted a train-the-trainer workshop for human resource (HR) practitioners and other departmental employees interested in facilitating the workshop for other employees. (Commission)

Filled 1,200 permanent full-time positions with internal and external candidates. (Commission)

Evaluated 1,803 in-scope and out-of-scope positions to determine the appropriate classification level. (Commission)

Promoted careers within the Saskatchewan public service at career fairs across Saskatchewan. (Commission and departments)

Goal Two – The Saskatchewan public service has a healthy, productive and collaborative work environment

Implemented the Multi-Information Database Application System (MIDAS) – Phase 3 (Base HR/Payroll). MIDAS is an Internet-based system for financial and human resource management across the public service. (Commission and departments)

Implemented the Management Classification and Compensation Plan. (Commission and departments)

Created the Human Resources Client Service Team to provide a full range of human resource professional and advisory services to the departments of Culture, Youth and Recreation; Labour; Government Relations; First Nations and Métis Relations; Northern Affairs and the Public Service Commission. (Commission and departments)

Completed the development, administration and release of the 2005 Employee Survey. Results are available at **www.gov.sk.ca/psc/survey**. (Commission and departments)

Amalgamated the Canadian Union of Public Employees (Community Living Division) and the Canadian Union of Public Employees (Saskatchewan Property Management Corporation) collective bargaining agreements to form the Canadian Union of Public Employees Local 600-3 Collective Bargaining Agreement. (Commission)

Goal Three – The Saskatchewan public service has a diverse workforce

Continued implementation of Aboriginal Career Connections, formerly the Aboriginal Management and Professional Internship Program (AMPIP). (Commission and departments)

Continued implementation of the Recruitment and Retention of Persons with Disabilities Initiative. (Commission and departments)

Delivered a pilot workshop, *Exploring Diversity in the Workplace*, and conducted a train-the-trainer for 15 department representatives. (Commission)

Summary of Financial Results

The following summary of financial results is for the Commission only, and does not include other human resource management-related expenditures from other departments.

During 2005-06, the Commission spent $8,908,307 to provide human resource leadership, programs and services to the Government of Saskatchewan; $147,307 more than expected.

The Commission submitted $64,055 to the General Revenue Fund during 2004-05; $13,945 less than expected.

For explanations of these variances, please see the detailed financial charts in the section titled 2005-06 Commission Financial Results.

Changes from the 2005-06 Performance Plan

The Commission's 2005-06 Annual Report contains a number of changes to its performance measures:

- Changed the word "feel" to "believe" in the performance measures gathered from the 2003 and 2005 Employee Surveys. The word "believe" is a better cognitive term to reflect employees' feedback.

- Deleted the following performance measures:
  - ~ percentage of identified key positions hiring internal succession candidates;
  - ~ percentage of human resource expense to overall operating budget; and
  - ~ percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management.

  These measures were deleted as a result of the complexities in gathering the data for the measures and the lack of clarity in the expected outcomes from each measure.

- Added the performance measure "percentage of identified key positions with succession plans." This measure clearly articulates desired outcomes of the objective, continuity of knowledge and skills in key positions.

2005-06 Performance Results

This section provides detailed information on the progress of the Commission and departments on key actions presented in the *2005-06 Performance Plan*. These actions are listed below, followed by a report on actual progress for each. For more information about the key actions, please see the *2005-06 Performance Plan*, online at **http://www.gov.sk.ca/psc/about/chrp.htm**.

The Commission and departments have used annual performance information to assess overall progress toward goals and objectives each year and, in turn, to adjust future plans and actions. All adjustments made as a result of this assessment will be integrated into future performance plans.

In 2005-06, 19 departments partnered with the Commission to provide human resource services in the public service: Agriculture and Food; Community Resources and Employment; Corrections and Public Safety; Culture, Youth and Recreation; Environment; Finance; First Nations and Métis Relations; Government Relations; Health; Highways and Transportation; Industry and Resources; Information Technology Office; Justice; Labour; Learning; Northern Affairs; Rural Development; Saskatchewan Property Management and the Public Service Commission itself.

With concurrence from the Commission, the departments of First Nations and Métis Relations, Labour and Northern Affairs did not submit year-end reports on their human resource actions.

Goal 1 – The Saskatchewan public service has talented, innovative and dedicated employees

Objective 1 – The public service attracts and retains high quality employees

The Saskatchewan public service faces a significant challenge given its demographic profile and a decreasing availability of a qualified labour pool.

This objective addresses the imperative that the public service attract high-quality employees. In order to achieve this objective, the public service must ensure that the workplace is attractive for those who are already serving the public, as well as for those who may consider a future career in the public service.

The Commission and departments continue to make good progress in developing initiatives to attract high quality employees, improving visibility of the Saskatchewan public service, and attending career fairs to promote the public service as an employer of choice. Departments continue to meet expectations by identifying hard-to-recruit positions and establishing relationships with universities, colleges and technical schools to promote career opportunities in the public service.

Key Actions – Results

Public Service Commission

Implement an ambassador program, whereby current government employees promote career opportunities in Saskatchewan's public service

- Consulted with the Provincial Youth Advisory Council and participants in the University of Regina's President's Leadership Forum to gain a youth perspective on the Saskatchewan public service recruitment practices. These groups indicated that internship and mentoring programs are key to attracting youth to the public service.

- Partnered with a number of departments to promote career opportunities for specific occupations within the Saskatchewan public service such as conservation officers and laboratory technicians.

Implement a graduate level internship program with the Faculty of Administration [now the Graduate School of Public Policy], University of Regina

- Implemented the Master's of Public Administration Internship Program in conjunction with the University of Regina. Four interns participated in the program. Of the four, two interns secured continuing employment with the Saskatchewan public service.

Evaluate the competency model used within the staffing process and initiate appropriate changes as required

- Implemented occupation-specific enhancements to the senior internal auditor competency profile, and continued competency development work on the following positions: adult probation officers, community youth workers, human resource professionals, information technologists, judicial officers and librarians.

Facilitate the development of targeted recruitment strategies for hard-to-recruit positions common to all government departments

- No hard-to-recruit positions common to all government departments have been identified.

Analyze the key employment attributes for the recruitment and retention of youth and Aboriginal people

- Consulted with the Provincial Youth Advisory Council and the University of Regina's President's Leadership Forum to discuss and gain their perspectives regarding youth recruitment and retention. Youth confirmed the eight attributes of an attractive employer identified in the Commission's recruitment and retention marketing study: work fit, compensation, work/life balance, job security, manager quality, training and development opportunities, promotion/advancement opportunities and a supportive work environment (For more information on the recruitment and retention study, please see the 2004-05 annual report at **www.gov.sk.ca/psc/about/annualreport.htm**).

Departments

Develop recruitment and retention plans for department-specific hard-to-recruit occupations

- Continued work with the School of Human Justice at the University of Regina and the Department of Corrections and Public Safety to develop a community corrections-focused Bachelor of Human Justice degree specifically for community youth workers.

- Continued work with the Department of Corrections and Public Safety to establish a Recruitment and Retention Strategy for community youth workers, including educational support, options for under-filling positions and return-to-service provisions.

Maintain relationships with educational institutions, specifically related to hard-to-recruit, department-specific occupations

- The majority of departments (15 out of 19) have developed recruitment and retention plans for department-specific hard-to-recruit positions. The recruitment and retention plans include salary supplements, internship programs, under-fills hiring options and paid and non-paid practicum options.

- Thirteen out of 19 departments have established ongoing relationships with universities, colleges and technical schools such as Gabriel Dumont Institute, University of Regina, First Nations University of Canada, Saskatchewan Institute of Applied Science and Technology, and the University of Saskatchewan.

- Departments have identified the following positions as hard-to-recruit: business analysts, community planners, engineers, facilities planners, family services/child protection workers, geologists, highway traffic officers, journeyperson trades, legislative analysts, librarians, policy analysts, project managers, tax auditors and youth workers.

Departments are meeting expectations on this objective. Not all departments have hard-to-recruit positions or are required to have ongoing relationships with educational institutions.

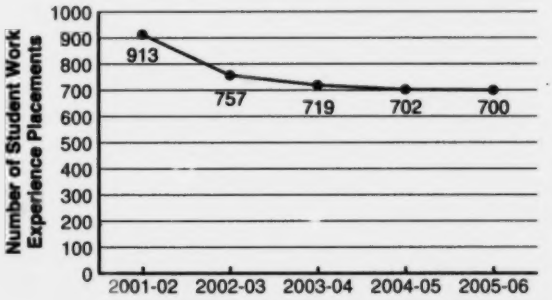
Measurement Results

Number of student work experience placements

This measures the number of students employed in the public service. The public service is seeking to increase the awareness of careers in the public service by providing employment opportunities for students through the Centennial Student Employment Program*, the student jobs program and the co-op work-term program.

Trends

The Commission and departments continue to maintain funding for student hiring in 2005-06. The five-year trend is decreasing as a result of limited resources in departments for student hiring.



Source: PSC Human Resource Information System, March 2006

Risks

Hiring fewer students could decrease the number of students who seek careers with the public service, and reduce the capacity to attract youth.

Calculation

This measure is calculated by adding the number of students in the Centennial Student Employment Program (145), Summer Jobs Program (461) and Co-op Program (94).

* The Centennial Student Employment Program was completed in 2005 and replaced with the Student Employment Experience program.

Measurement Results

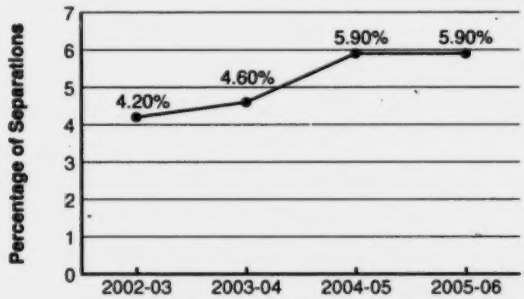
Employee separation rate

This measure shows the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Managers and management practices have a high degree of influence on this measure but other factors (such as employees' desire for different employment experiences or opportunities, as well as family and personal reasons) also play a role.

Trends

The public service continues to maintain an overall low separation rate, which is an acceptable trend.

There are certain groups and occupations where the rate of separation requires monitoring. For example, Aboriginal persons, visible minority persons, and persons with a disability make up 16 per cent of the individuals who have left the Saskatchewan public service.



Source: PSC Human Resource Information System, March 2006

Risks

Losing equity group members is a concern as the public service needs to represent the Saskatchewan population.

Calculation

This measure is calculated by dividing the number of permanent full-time employees who left the public service (492) by the number of permanent full-time employees (8,272).

Measurement Results

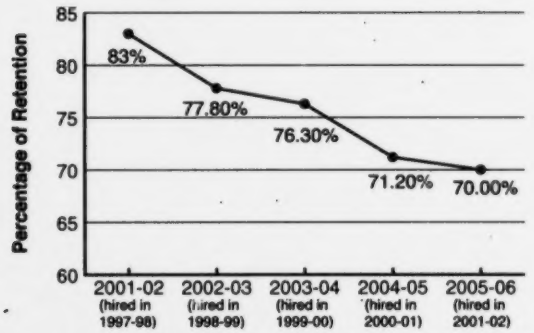
Retention rate of new employees

This measure shows the rate at which the public service is able to retain new permanent full-time employees over a four-year period. A new employee is a new hire with no previous government experience, or one who is returning to work after a break in service of over 180 days.

Managers and management practices have a high degree of influence on this measure but other factors also play a role, such as employees' desire for different employment experiences or opportunities, and family and personal reasons.

Trends

Retention rates have decreased in the last five years. This trend is an area of concern for the public service.



Source: PSC Human Resource Information System, March 2006

Risks

There may be a risk that the public service is not seen by prospective or new employees as an employer of choice. In addition, there are increased costs to the organization for recruitment and orientation of new employees.

Calculation

This measure is calculated by dividing the number of retained employees (121) for a four-year period (2002 to 2006) by the number of employees hired (174) within the first year of the four-year period, 2001-02.

Objective 2 – Continuity of knowledge and skills in key positions

Public service demographics pose a significant challenge, as an increase in retirements is anticipated in the next decade, peaking from 2011 to 2016. In addition, the number of employees eligible to retire in management and senior technical positions will continue to increase in the next few years. The public service expects 49 per cent of current managerial employees in the areas of finance, economic analysis, education and economic policy, senior management and law will retire by 2010.

The Commission and departments are making slow progress toward ensuring a continuity of knowledge and skills in key positions. The Commission continues to consult with and provide advice to departments.

Key Actions – Results

Public Service Commission

Oversee the implementation of the government-wide Succession Management Framework

- Continued support to departments by providing advice and expertise in identifying key positions and facilitating the cross-departmental Succession Management Network.
- Presented information on succession management programs in executive government to the Management Committee of Deputy Ministers.

Develop and implement an executive succession program

- No activities were completed on this action due to other priorities in 2005-06. The Commission will continue progress on this key action in 2006-07.

Departments

Participate in corporate succession initiatives and implement the government-wide Succession Management Framework

- The majority of departments (16 out of 19) participated in corporate succession initiatives and continued to implement the government-wide Succession Management Framework.

Identify, develop and implement succession plans for identified key positions

- Eleven out of 19 departments have finalized key positions for succession management purposes.

  Four out of 19 departments are implementing succession programs that focus on building leadership and management skills: Agriculture and Food; Corrections and Public Safety; Environment and Industry and Resources.

Departments are making some progress on this objective. The identification of key positions will continually evolve as departments restructure and change service delivery mechanisms.

Measurement Results

Percentage of identified key positions with succession plans

This measures the effectiveness of succession management within the public service. The human resource function plays a significant role in leading the development of succession planning initiatives, and management influences implementation.

Trends

This is the first year the Commission is publicly reporting on this measure.

Information on this measure was collected in 2005-06, at which time 34 per cent of identified key positions had succession plans.

Source: Departmental Year End Reports, March 2006

Risks

If departments don't identify key positions with succession plans, the risk is the public service will not be prepared for the increase in retirements over the next decade.

Calculation

This measure is calculated by taking the number of succession plans and dividing by the number of key positions.

Goal 2 – The Saskatchewan public service has a healthy, productive, and collaborative work environment

Objective 1 – Increased leadership and management capabilities

Increasing numbers of retirements over the next decade will have an impact on senior and middle management positions and will result in leadership continuity challenges. Since approximately 85 per cent of management positions are filled from within the public service, it is critical to develop current employees to fill the gap when managers retire.

The Commission and departments are making slow progress toward this objective.

Key Actions – Results

Public Service Commission

Establish access for managers and employees to online training resources with the Federal Government's Canada School of Public Service

- Continued to support access to these online training resources for government employees. (Access to training resources was established in 2004-05)

Implement training initiatives related to supervisory and management skill development

- Developed and delivered four workshops on *The Practical Art of Coaching*, (a workshop to assist managers and potential managers with their coaching skills) and conducted a train-the-trainer workshop to enable increased facilitation of the workshops to other employees.

- Conducted a survey to determine contemporary challenges faced by leaders and managers in the Saskatchewan public service and identified the knowledge, skills or competencies that require further development. The identified learning needs for managers include team leadership, coaching, and performance management processes.

- Piloted and delivered two *Crucial Conversations* workshops. *Crucial Conversations* is a workshop that focused on providing the skills needed to be effective in critical or sensitive conversations. Workshops were targeted toward senior leaders and managers from across government departments. The feedback from the session was positive and plans are under way to offer a certification workshop for internal facilitators.

Departments

Continue to ensure learning and development plans are in place for all managers through the implementation of the performance management system, *Planning for Success*

- Departments engaged out-of-scope employees to develop learning and development plans. Approximately 62 per cent of out-of-scope employees have learning and development plans.

Implement initiatives to address the needs identified through managers' learning and development plans

- Departments continue to address learning and development needs of out-of-scope staff through management training such as *The Practical Art of Coaching*, *Corrective Discipline*, *Crucial Conversations*, and *Policy Development and Decision-Making Processes in Government* (developed and presented by Cabinet Planning Unit).

Departments are making some progress on this objective. This is the first year for full implementation of the *Planning for Success* program, which requires completion of a learning and development plan for all out-of-scope staff, with the exception of staff at Saskatchewan Property Management (who will be completing learning and development plans in the coming fiscal year).

Measurement Results

Percentage of employees who believe their direct supervisor is effective

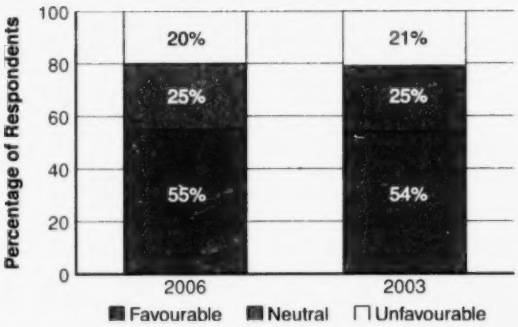
This measures an employee's perception of his or her supervisor's leadership and management capabilities. It also identifies the impact of learning and development provided to supervisors. Managers have a high level of influence on this measure.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup, a human resource consulting firm.

Trends

The public service is one per cent above the public sector norm as listed in the HayGroup survey databank.

As the results are slightly better than the public sector norm, this is not an area of particular concern; however the Commission and departments will work to maintain the strength of these results.



Source: 2005 and 2003 Government-wide Employee Surveys

Risks

If employees are not satisfied with their direct supervisors there is a greater risk of them leaving the organization.

Calculation

There are 10 questions that make up the composite results for this measure. The questions consider whether managers are helping in resolving job-related problems, setting clear work priorities, role modeling behaviors expected of staff, dealing fairly with employees, taking action on problems and complaints, recognizing employees', providing learning opportunities, sharing information, listening and providing employees with feedback.

Objective 2 – Constructive and co-operative employee relations

The public service wishes to maintain a positive relationship with its employees and their unions. A healthy relationship between management, public service employees and public service unions will contribute to a positive work environment.

The Commission and departments made good progress toward this objective. In 2005-06, the Commission negotiated the amalgamation of the Canadian Union of Public Employee contracts for Community Resources and Employment and the Saskatchewan Property Management Corporation.

Departments continue to meet expectations in maintaining positive, constructive and co-operative employee relations.

Key Actions – Results

Public Service Commission

Provide leadership and training to Union/Management Committees (UMCs)

- Completed by the Central Union/Management Committee (CUMC)/staffing liaison. The liaison is dedicated to assisting the cooperative union/management committee efforts of departments, as well as assisting union/staffing panel representatives through training, process improvement and monitoring. The Commission also responded to questions and requests directly from the UMCs.

As a follow-up on the UMC Survey results, pursue amendments to cooperative/ collaborative processes resulting from the Central Union/Management Committee's direction and/or as the result of collective bargaining

- Discussed the results of the survey with the Central Union Management Committee. No changes were required.

Negotiate and implement collective bargaining agreements, amendments and revisions

- Completed reviews of the Employee Family Assistance Program, component-based bargaining and hours of work for field employees. Reached an agreement in principle for date-based seniority in conjunction with the Saskatchewan Government and General Employees' Union (SGEU).

- Amalgamated the Canadian Union of Public Employees (Community Living Division) and the Canadian Union of Public Employees (Saskatchewan Property Management Corporation) collective bargaining agreements to form the Canadian Union of Public Employees Local 600-3 collective bargaining agreement.

Lead the human resource transition of the Department of Saskatchewan Property Management into Executive Government

- Completed the allocation and classification of out-of-scope positions that were moved into the scope of the PS/GE Collective Bargaining Agreement.

Departments

Conduct regular meetings of the departmental Union/Management Committee; implement recommendations arising from the Union/Management Committee review

- All departments continue to hold Union/Management Committee meetings as required.

Departments are meeting expectations on this objective. The Commission continues to work collaboratively with departments to ensure Union/Management Committees continue to work effectively.

Measurement Results

Percentage of employees who believe mechanisms exist to deal with their concerns

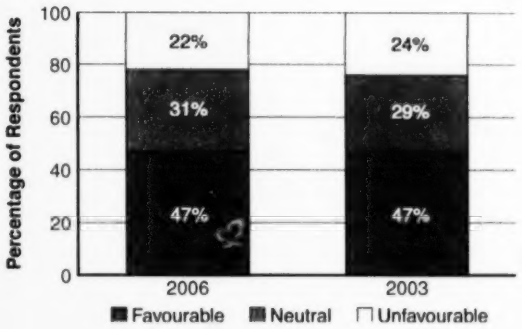
This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Methods to deal with conflict and/or employee issues contribute to positive employee relations. The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers play a large role in educating employees about these processes.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup.

Trends

The public service is on par with the public sector norm as listed in the HayGroup survey databank.

As the results are on par with the public sector norm, this is not an area of particular concern; however the Commission and departments will work to maintain the strength of these results.



Source: 2005 and 2003 Government-wide Employee Surveys

Risks

Research indicates that employees want to feel they can communicate with their supervisors. If employees do not feel they have this opportunity, morale may deteriorate.

Work priorities and operational demands can result in managers and supervisors overlooking employee-related issues.

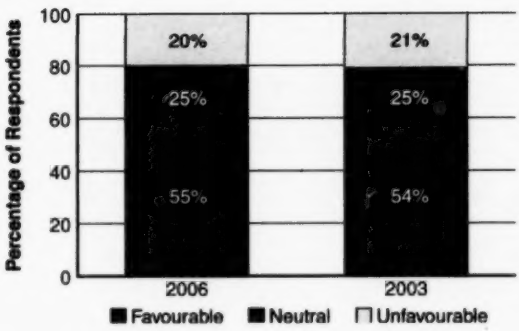
The organization needs to continually educate managers in their role in managing employees.

Calculation

There are three questions that make up the composite results for this measure. The questions consider whether Union/Management Committees are a useful mechanism for resolving workplace issues, whether managers are taking actions on employee problems and complaints, and whether managers are listening to what employees have to say.

Objective 3 – Enhanced support for learning, effective employee performance, accountability and organizational health

With demographic challenges facing the public service, it is important to ensure the public service has the right people in the right jobs at the right time to achieve effective organizational performance. Therefore, employee learning, development and accountability will be critical to success.



Source: 2005 and 2003 Government-wide Employee Surveys

Risks

If employees are not satisfied with their direct supervisors there is a greater risk of them leaving the organization.

Calculation

There are 10 questions that make up the composite results for this measure. The questions consider whether managers are helping in resolving job-related problems, setting clear work priorities, role modeling behaviors expected of staff, dealing fairly with employees, taking action on problems and complaints, recognizing employees', providing learning opportunities, sharing information, listening and providing employees with feedback.

Objective 2 – Constructive and co-operative employee relations

The public service wishes to maintain a positive relationship with its employees and their unions. A healthy relationship between management, public service employees and public service unions will contribute to a positive work environment.

The Commission and departments made good progress toward this objective. In 2005-06, the Commission negotiated the amalgamation of the Canadian Union of Public Employee contracts for Community Resources and Employment and the Saskatchewan Property Management Corporation.

Departments continue to meet expectations in maintaining positive, constructive and co-operative employee relations.

Key Actions – Results

Public Service Commission

Provide leadership and training to Union/Management Committees (UMCs)

- Completed by the Central Union/Management Committee (CUMC)/staffing liaison. The liaison is dedicated to assisting the cooperative union/management committee efforts of departments, as well as assisting union/staffing panel representatives through training, process improvement and monitoring. The Commission also responded to questions and requests directly from the UMCs.

As a follow-up on the UMC Survey results, pursue amendments to cooperative/ collaborative processes resulting from the Central Union/Management Committee's direction and/or as the result of collective bargaining

- Discussed the results of the survey with the Central Union Management Committee. No changes were required.

Negotiate and implement collective bargaining agreements, amendments and revisions

- Completed reviews of the Employee Family Assistance Program, component-based bargaining and hours of work for field employees. Reached an agreement in principle for date-based seniority in conjunction with the Saskatchewan Government and General Employees' Union (SGEU).

- Amalgamated the Canadian Union of Public Employees (Community Living Division) and the Canadian Union of Public Employees (Saskatchewan Property Management Corporation) collective bargaining agreements to form the Canadian Union of Public Employees Local 600-3 collective bargaining agreement.

Lead the human resource transition of the Department of Saskatchewan Property Management into Executive Government

- Completed the allocation and classification of out-of-scope positions that were moved into the scope of the PS/GE Collective Bargaining Agreement.

Departments

Conduct regular meetings of the departmental Union/Management Committee; implement recommendations arising from the Union/Management Committee review

- All departments continue to hold Union/Management Committee meetings as required.

Departments are meeting expectations on this objective. The Commission continues to work collaboratively with departments to ensure Union/Management Committees continue to work effectively.

Measurement Results

Percentage of employees who believe mechanisms exist to deal with their concerns

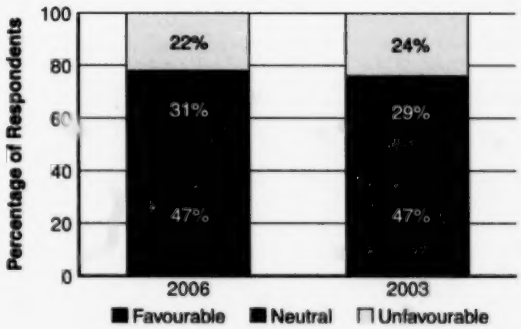
This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Methods to deal with conflict and/or employee issues contribute to positive employee relations. The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers play a large role in educating employees about these processes.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup.

Trends

The public service is on par with the public sector norm as listed in the HayGroup survey databank.

As the results are on par with the public sector norm, this is not an area of particular concern; however the Commission and departments will work to maintain the strength of these results.



Source: 2005 and 2003 Government-wide Employee Surveys

Risks

Research indicates that employees want to feel they can communicate with their supervisors. If employees do not feel they have this opportunity, morale may deteriorate.

Work priorities and operational demands can result in managers and supervisors overlooking employee-related issues.

The organization needs to continually educate managers in their role in managing employees.

Calculation

There are three questions that make up the composite results for this measure. The questions consider whether Union/Management Committees are a useful mechanism for resolving workplace issues, whether managers are taking actions on employee problems and complaints, and whether managers are listening to what employees have to say.

Objective 3 – Enhanced support for learning, effective employee performance, accountability and organizational health

With demographic challenges facing the public service, it is important to ensure the public service has the right people in the right jobs at the right time to achieve effective organizational performance. Therefore, employee learning, development and accountability will be critical to success.

The Commission and departments made good progress toward this objective. The Commission implemented the Management Classification and Compensation Plan and departments continued to implement *Planning for Success*, the out-of-scope performance management system.

The Commission and departments need to focus efforts on increasing the usage of learning and development plans for employees. Research indicates that a key to recruitment and retention of quality employees is ensuring employees have learning and development opportunities.

Key Actions – Results

Public Service Commission

Implement the performance management system, *Planning for Success*, in conjunction with the redesigned classification and compensation plan for out-of-scope employees

- Implemented *Planning for Success* in all departments except Saskatchewan Property Management, who will implement the system effective April 1, 2006.
- Implemented the Management Classification and Compensation Plan.

Implement the approved recommendations from the *Learning and Development Report (2003)*

- **Identify and analyze corporate learning needs from employee learning plans**
- **Coordinate the delivery of learning initiatives that address government-wide training needs**

  See results listed under Goal 2, Objective 1 – Increased leadership and management capabilities.

Coordinate and monitor the government-wide flu shot policy in conjunction with departments

- Coordinated 28 flu shot clinics with approximately 24 per cent of employees (2,750/11,607) receiving vaccinations through the program. This is an 84 per cent increase from 2004-05.

Implement actions to address the government-wide needs and issues identified through the 2003 Employee Survey by providing support to departments

Results are reported under a number of key actions.

Conduct a 2005 government-wide employee survey and develop follow-up action plans for government-wide needs and issues.

- Completed the development, administration and release of the 2005 Employee Survey. Full results are available at **http://www.gov.sk.ca/psc/survey**.

Departments

Implementation of *Planning for Success* and the new management classification and compensation plan

- The majority of departments (18 out of 19) have implemented *Planning for Success* for out-of-scope employees. Approximately 79 per cent of out-of-scope employees are using *Planning for Success* for performance management purposes.

  Saskatchewan Property Management will be implementing *Planning for Success* in 2006-07.
- All out-of-scope positions in the public service have been classified under the new Management Classification and Compensation Plan.

Increase the usage of learning and development plans by employees

- Approximately nine per cent of employees have formal learning and development plans. A key barrier in implementing learning plans for employees is the availability of funding and time for learning and development initiatives. The Saskatchewan public service spent less than 0.5 per cent of payroll on learning and development, which is well below the national average of 1.75 per cent of payroll (Conference Board of Canada).

Provide information and support to managers and employees on human resource policies and practices that support learning, effective employee performance, accountability and organizational health, e.g., respectful workplace training, work/life balance, anti–harassment, employee recognition, and Occupational Health and Safety policies

- All departments continue to provide information and support to managers and employees on policies and practices through departmental Intranet sites, departmental meetings, training workshops, orientation sessions and human resource consultants.

Implement actions to address department needs identified through the 2003 Employee Survey

- Departments continue to implement initiatives to address the needs and issues identified in the 2003 Employee Survey such as leadership forums, newsletters, learning and development initiatives.

Departments continue to make good progress on this objective by implementing initiatives to address issues from the 2003 Employee Survey, providing information on human resource policies to managers and implementing the out-of-scope performance management system, *Planning for Success*. Departments will need to increase the usage of learning and development plans for all employees over the next year.

Measurement Results

Percentage of employees who believe they are able to access and use work/life balance policies

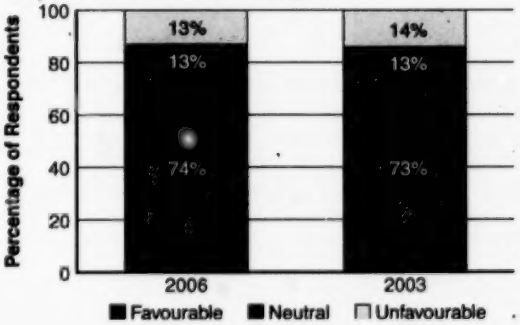
This measures an employee's view of the level of organizational support for work/life balance. Management must support and provide opportunities for employees to access and use work/life balance policies, and also balance the operational activities and needs of the employer.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup.

Trends

The public service is above the public sector norm by 10 per cent as listed in the HayGroup survey databank.

This is an area of strength in the public service. As such, the Commission and departments will work to maintain this strength.



Source: 2005 and 2003 Government-wide Employee Surveys

Risks

If the public service does not maintain a culture that supports work/life balance employees may become dissatisfied, causing employees to leave.

Over the past five years, the Commission and departments have promoted work/life balance to employees in the Saskatchewan public service, and will continue to do so.

Increase the usage of learning and development plans by employees

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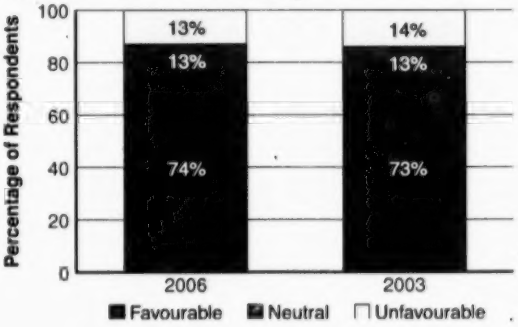

Source: 2005 and 2003 Government-wide Employee Surveys

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Over the past five years, the Commission and departments have promoted work/life balance to employees in the Saskatchewan public service, and will continue to do so.

Calculation

There are two questions that make up the composite results for this measure. The questions consider whether managers are sensitive to the relationship between employees' work/life and personal life, and whether managers are flexible when employees have a personal or family matter to take care of.

Measurement Results

Percentage of employees who believe they are supported in their performance

This measures the extent of ongoing guidance and coaching for employees to successfully fulfill their roles. Human resource branches support managers who in turn support employees. Therefore, managers and human resource staff share a high level of influence on this measure.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup.

Trends

The public service is on par with the public sector norm as listed in the HayGroup survey databank.

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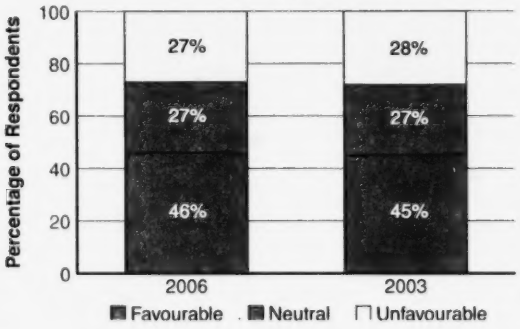

Source: 2005 and 2003 Government-wide Employee Surveys

Risks

If employees do not feel supported in their performance, there is a greater risk that morale will deteriorate.

Calculation

There are four questions that make up the composite results for this measure. The questions consider whether employees are recognized for their contributions, whether employees are provided with the training they need to do their present job effectively, whether managers are setting clear work priorities and objectives, and whether managers are providing feedback on the quality of work they are doing on a regular basis.

Measurement Results

Percentage of employees who understand the relationship of their job to department goals

This measures employees' understanding of the link between department strategic goals and the role employees play in achieving these goals. Managers have a high level of influence on ensuring employees have access to information and are aware of departmental goals and how they link to individual work units. Employees also have a responsibility to ensure they understand the link between departmental and individual goals.

This measure has a direct correlation to the effectiveness of manager and supervisor communication with their employees. Effective communication is essential to building an effective organization.

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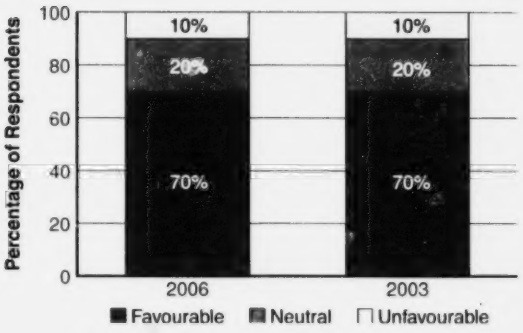

Source: 2005 and 2003 Government-wide Employee Surveys

Risks

If employees do not understand the relationship of their job to department goals, there is a risk they will not have a sense of direction in their job, which may cause morale to deteriorate.

Calculation

There is one question that comprised this measure. It considers whether employees understand the relationship between their job and the department's goals.

Objective 4 – Improved effectiveness and efficiency of human resource management systems, practices and processes

This objective highlights the importance of having effective and efficient systems and processes underlying the human resource function, and of creating understanding and awareness of roles and responsibilities regarding human resource management. There is an increasing demand for timely and accurate human resource management information, which requires effective use of technology and flexibility of process.

The Commission and departments made excellent progress on this objective by creating the Human Resource Client Service Team and implementing the Multi-Informational Database Application System (MIDAS) – Phase 3 (Base HR/Payroll).

Key Actions – Results

Public Service Commission

Implement the approved recommendations from the HR Services Review

- Completed an analysis of the human resource service delivery model for the Saskatchewan public service which confirms the benefits of moving to a shared service model. As an initial step, the Commission realigned resources to establish a Human Resource Client Service Division, as well as an Employee Relations, Policy and Planning Division.

- Created the Human Resource Client Service Team to provide a full range of human resource professional and advisory services for the following departments: Culture, Youth and Recreation; Labour; Government Relations; First Nations and Métis Relations; Northern Affairs; and the Public Service Commission.

Implement audit for delegated classification for term and permanent part-time positions

- No action has been taken to implement an audit process for delegated classification for term and permanent part-time positions. The restructuring of the Commission resulted in the establishment of an audit function within the Employee Relations, Policy and Planning Division. An audit process will be developed in 2006-2007.

Implement the Multi-Informational Database Application System (MIDAS) — Phase 3 (Base HR/Payroll). MIDAS is a single integrated and Internet based system for financial and human resource management across the public service

- Implemented the MIDAS HR/Payroll system.

- Developed and delivered training sessions on MIDAS system functions to meet implementation needs.

- Distributed individual MIDAS information packages to more than 11,000 employees in the Saskatchewan public service.

Calculation

There are two questions that make up the composite results for this measure. The questions consider whether managers are sensitive to the relationship between employees' work/life and personal life, and whether managers are flexible when employees have a personal or family matter to take care of.

Measurement Results

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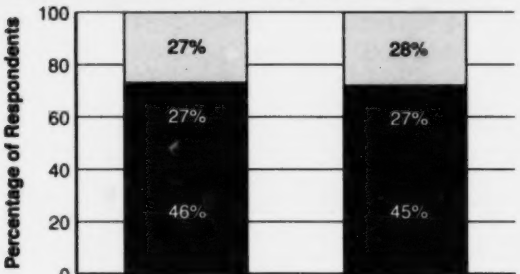

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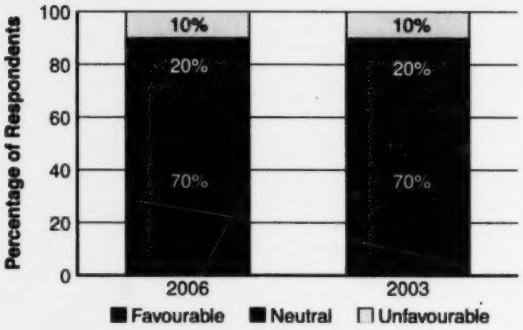

Source: 2005 and 2003 Government-wide Employee Surveys

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This objective highlights the importance of having effective and efficient systems and processes underlying the human resource function, and of creating understanding and awareness of roles and responsibilities regarding human resource management. There is an increasing demand for timely and accurate human resource management information, which requires effective use of technology and flexibility of process.

The Commission and departments made excellent progress on this objective by creating the Human Resource Client Service Team and implementing the Multi-Informational Database Application System (MIDAS) – Phase 3 (Base HR/Payroll).

Key Actions – Results

Public Service Commission

Implement the approved recommendations from the HR Services Review

- Completed an analysis of the human resource service delivery model for the Saskatchewan public service which confirms the benefits of moving to a shared service model. As an initial step, the Commission realigned resources to establish a Human Resource Client Service Division, as well as an Employee Relations, Policy and Planning Division.

- Created the Human Resource Client Service Team to provide a full range of human resource professional and advisory services for the following departments: Culture, Youth and Recreation; Labour; Government Relations; First Nations and Métis Relations; Northern Affairs; and the Public Service Commission.

Implement audit for delegated classification for term and permanent part-time positions

- No action has been taken to implement an audit process for delegated classification for term and permanent part-time positions. The restructuring of the Commission resulted in the establishment of an audit function within the Employee Relations, Policy and Planning Division. An audit process will be developed in 2006-2007.

Implement the Multi-Informational Database Application System (MIDAS) — Phase 3 (Base HR/Payroll). MIDAS is a single integrated and Internet based system for financial and human resource management across the public service

- Implemented the MIDAS HR/Payroll system.

- Developed and delivered training sessions on MIDAS system functions to meet implementation needs.

- Distributed individual MIDAS information packages to more than 11,000 employees in the Saskatchewan public service.

Departments

Implement approved recommendations from the HR Services Review

- Six departments participated in the implementation of the Human Resources Client Service Team. The Client Service Team provides a full range of HR professional and advisory services for the following departments: Culture, Youth and Recreation; Labour; Government Relations; First Nations and Métis Relations; Northern Affairs and the Public Service Commission.

Implement the recommendations from the classification compliance audit

- No action has been taken to implement an audit process for delegated classification for term and permanent part-time positions. The restructuring of the Commission resulted in the establishment of an audit function within the Employee Relations, Policy and Planning Division. An audit process will be developed in 2006-2007.

Implement the MIDAS Human Resource – Phase 3 (Base HR/Payroll)

- Departments are actively involved in the implementation of MIDAS by:
  - ensuring system data is up-to-date and all outstanding transactions are complete;
  - providing continuous communication to departmental management committees;
  - creating new roles and responsibilities for human resource administrators;
  - conducting employee information session on process changes; and
  - identifying information technology requirements.

Departments are meeting expectations on this objective. Departments participated in the implementation of the Human Resource Client Service Team and continue to implement MIDAS – Phase 3 (Base HR/Payroll).

Measurement Results

Time to fill a permanent full-time vacant position

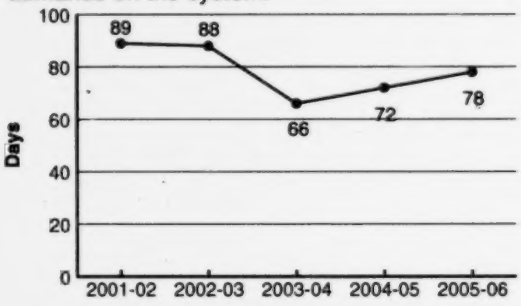
This measures the average number of calendar days it takes to fill a permanent full-time vacant position. The time is defined as the total time elapsed from the date a request to staff a position is received at the Commission until the staffing process has been completed.

The time for the staffing process to take place is directly affected by a number of provisions in the PS/GE Collective Bargaining Agreement, Commission and department processes, quality of applicants, and the availability of participants' time.

The results for this measure are obtained from two data sources: PSC TRACCOMP 2001-02 (a competition tracking system formerly used to use to track stages of competitions) and the online Career Centre 2002-03 to present. The online Career Centre is fully utilized by all departments for permanent full-time staffing.

Trends

This trend continues to fluctuate as a result of demands on the system.



Source: PSC TRACCOMP and online Career Centre

Risks

As indicated by recent trends, the organization may be moving into a skills shortage in the coming decade. The time it takes to staff a position may impact program and service delivery.

Calculation

This measure is calculated by adding the total time elapsed from the date a request is received at the Commission until the staffing process has been completed.

Measurement Results

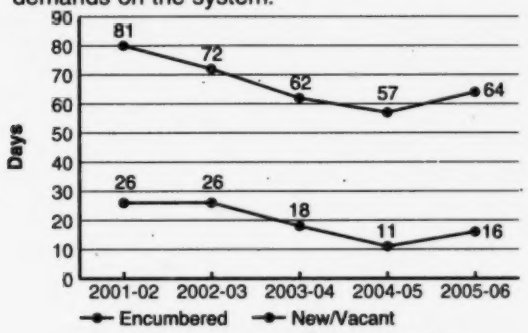
Time to complete a classification

This measures the average number of calendar days it takes to complete classifications for encumbered, new and/or vacant positions. The time is measured from the date a classification action is received to the date the review is completed, minus time elapsed for actions put on hold by the department for various reasons.

The time to complete a classification is directly influenced by the availability of participants' time in the process, as well as by Commission processes.

Trends

This trend continues to fluctuate as a result of demands on the system.



Source: PSC Classification Tracking System

Risks

If classifying a position takes a long time, the position will remain unfilled and the services assigned to that position may not be completed.

Delays in re-classification of encumbered positions may have a negative effect on employee morale and productivity.

Calculation

This measure is calculated by adding the total time elapsed from the date the classification action is received at the Commission until the classification action is completed, minus any delays due to holds by the department.

Goal 3 – The Saskatchewan public service has a diverse workforce

Objective 1 – An increasingly representative workforce at all levels of the organization

There is a compelling business case for organizations to achieve a representative workforce. Increasing the representation of employment equity groups allows the public service to better reflect the population of the province.

Benefits of a diverse workforce include:

- greater creativity and innovation;
- greater understanding of cultural issues;
- greater ability to relate to clients; and
- greater diversity of approaches and opinions.

The Commission and departments are making progress on this objective, however they continue to face some challenges in developing effective diversity initiatives. The Commission recognizes the need for strong central leadership to ensure diversity goals are met.

Key Actions – Results

Public Service Commission

Implement the approved recommendations from the review of the Aboriginal Management and Professional Internship Program (Aboriginal Career Connections)

The following recommendations were implemented:

- Change the program name to Aboriginal Career Connections to better reflect the nature of the program;
- Focus recruitment of interns on occupational groups that have been identified as future growth opportunities and/or skill shortages in departments;
- Establish stronger partnerships with departments by including them in the entire scope of the program; and
- Implement cost sharing arrangements between departments and the Commission to foster more commitment by departments in the program.

- Continued building commitment for the program by working with departments to develop internship opportunities for Aboriginal graduates. As of March 31, 2006, eight interns are in the program and staffing actions are taking place on four other positions.

Support the Aboriginal Government Employees Network in the implementation of the Aboriginal Speakers Bureau (Pikiskwewak)

- Continued supporting the Aboriginal Government Employees' Network (AGEN) by training facilitators to conduct presentations on the importance of Aboriginal youth staying in school and the types of careers available in the Saskatchewan public service.

- The Aboriginal Government Employees' Network provided 20 presentations to approximately 200 students in grades seven to nine and established a sub-committee to provide greater focus on the speakers bureau initiative.

Identify and address employment challenges of employment equity group members in conjunction with departments and employment equity groups

- Increase the employment opportunities for designated group members
  - Implemented central coordination of recruitment of term appointments greater than six months and permanent part-time appointments to ensure employment equity group members are included and considered when departments are hiring for these positions.

    In total, 29.6 per cent of all hires (92 out of 311) self-declared as employment equity candidates — 12.9 per cent (40) hired were Aboriginal people, 10 per cent (31) were visible minority people, and 6.75 per cent (21) were persons with disabilities.
  - Implemented a pre-recruitment assessment process for employment equity candidates for positions with a high staffing turnover such as program support positions.

- Support the First Nations University of Canada's Co-op program to increase the number of candidates recruited
  - Continued discussion with both the University of Regina and First Nations University of Canada regarding their co-op programs. Specific emphasis is on the University of Regina Aboriginal Co-op Program, a program that provides students from both universities 12 to 16 months of supervised work experience by the time of graduation.

- Evaluate existing rehabilitation placement programs, policies and processes
  - Created a permanent full-time Disabilities Coordinator position as a result of increases in rehabilitation and return to work issues.
  - Consulted with departments, unions and legal counsel to assess the legal obligations and effectiveness of existing rehabilitation programs, policies and processes. A formal report will be complete in 2006-07.
  - Continued coordination of an accommodation forum as an education and awareness avenue for human resource professionals.

- Continue targeted recruitment initiatives for persons with disabilities
  - ~ Continued implementation of the Recruitment and Retention of Persons with Disabilities Initiative. The Commission hired 83 individuals through this initiative; 45 remain employed with the public service. The Commission and departments have cost-sharing arrangements for 14 of the 45 remaining employees.
  - ~ Conducted general assessment of 26 individuals to consider for possible employment within the public service.

- Evaluate the effectiveness of printed materials developed for the Aboriginal Employment Development Program, in partnership with the Department of First Nations and Métis Relations
  - ~ Participated with the Department of First Nations and Métis Relations to assess print materials. There were no changes to the materials as a result of the assessment.

Departments

Identify and address employment challenges and opportunities for employment equity group members

- Departments continue to build support for diversity by providing diversity awareness training, participating in the Aboriginal Career Connections program and the Recruitment and Retention of Persons with Disabilities Program, designating positions when staffing, and establishing diversity steering committees.

Ensure all managers are evaluated on their achievement in creating a diverse and respectful workplace

- Three out of 19 departments indicated that some or all of their managers have an objective in their 2005-06 performance plans relating to creating a diverse and respectful workplace. The majority of departments have indicated that managers will have a key action in their 2006-07 performance plans related to creating a diverse and respectful workplace.

Implement recommendations to increase employment opportunities for employment equity group members

- Departments are making limited progress in creating employment opportunities for equity group members. Departments continue to struggle in gaining commitment at all levels of the organization and in their approach to building a diverse workforce.

Departments continue to face challenges in developing diversity initiatives. The Commission will continue to collaborate with departments to create effective diversity strategies.

Measurement Results

Percentage of representation by employment equity group

This measure addresses attraction and retention of employment equity group members. Human resources staff provides guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce.

This measure is highly influenced by the availability of the labour supply within the represented groups as well as the number of staffing actions initiated during the year.

Trends

The public service continues to make slow progress in diversity representation.
(Trend information available on p. 26)

Risks

The public service needs to increase its commitment and presence as an employer that supports diversity in order to attract and retain diversity candidates to ensure a representative workforce.

Calculation

This measure divides the number of employees within a particular equity group by the number of employees within the Saskatchewan public service.

Diversity Representation	2002-03	2003-04	2004-05	2005-06
Aboriginal persons	10.20%	10.50%	10.70%	10.80%
Persons with disabilities	3.00%	3.10%	3.10%	3.50%
Visible Minorities	2.30%	2.40%	3.00%	2.80%
Women in senior management	n/a	34%	36%	37.80%
Women in middle mgmt. & other mgmt. positions	n/a	32.10%	34%	33.10%

Source: PSC Human Resource Information System, March 2006

Measurement Results

Separation rates by employment equity group

This measure shows the percentage of permanent full-time employment equity group employees who leave the public service for any reason; voluntary or involuntary. Managers and management practices have a high level of influence on this measure but other factors (such as employees' desire for different employment experiences or opportunities, as well as family and personal reasons) also play a role.

Trends

The separation rate for employment equity group members has improved over the past year. The overall separation from the Saskatchewan public service is 5.9 per cent.

Risks

It is imperative that the organization recruit and retain employment equity group members, as they are an essential part of our labour force.

If employment equity group members are not retained, the public service will not be reflective of the overall population of the province.

Calculation

This measure is calculated by dividing the number of permanent full-time employees who left the public service for each equity group by the number of permanent full-time employment equity group members.

Objective 2 – Increased attraction and retention of youth

It is critical to succession management and the ongoing delivery of services that the public service has youth representation. As of March 31, 2006, only 4.3 per cent of permanent full-time employees and 10.5 per cent of all public service employees (permanent full-time, permanent part-time, term and labour service) were under the age of 30 (source: Human Resource Information System). The shortage of youth in the public service requires targeted recruitment initiatives.

Separation Rates by Employment Equity Group	2002-03	2003-04	2004-05	2005-06
Aboriginal persons	5.70%	6.10%	8.40%	6.70%
Persons with disabilities	9.30%	7.70%	7.40%	6.60%
Visible Minorities	6.10%	4.60%	5.50%	5.00%
Women in senior management	n/a	7.70%	13.46%	3.60%
Women in middle mgmt. & other mgmt. positions	n/a	5.00%	5.20%	3.70%

Source: PSC Human Resource Information System, March 2006

The Commission and departments are making progress toward this objective. The Commission and departments continue to attend career fairs throughout the province to increase the profile of the Saskatchewan public service as an employer of choice for students and recent graduates. Departments continued to participate in various student and intern programs. The Commission and departments must continue their efforts in strengthening representation of youth within the public service.

Key Actions – Results

Public Service Commission

Expand the reach and independence of the New Professionals' Network

- Created a core team to organize, facilitate and set direction for the New Professionals' Network. As of March 31, 2006, there were 145 active New Professionals' Network members.
- Enhanced promotion of the New Professionals' Network in departments.
- Offered a half-day learning event on the *Fundamentals of Project Management* for new professionals within the Saskatchewan public service; 40 members attended.

Continue discussions with the union to support enhanced youth employment opportunities

- Continued discussions with the Saskatchewan Government and General Employees' Union (PS/GE) with regard to a letter of understanding for student employment within the Saskatchewan public service.

Departments

Create and implement department-specific recruitment and marketing initiatives to attract youth

- All departments continue to participate in various student and intern programs. Departments are advertising in various youth and diversity publications to increase the visibility of the Saskatchewan public service, along with attending career fairs to promote careers within the Saskatchewan public service.

Departments are facing challenges in recruiting youth into permanent full-time positions as the majority of positions require candidates to have seniority.

Measurement Results

Percentage of permanent full-time public service employees under 30 years of age

The level of youth (under 30 years of age) representation is a reflection of the government's ability to attract and retain youth in full-time, permanent jobs. Human resource staff provides guidance and advice to managers who in turn have a high level of influence on hiring and maintaining a representative workforce.

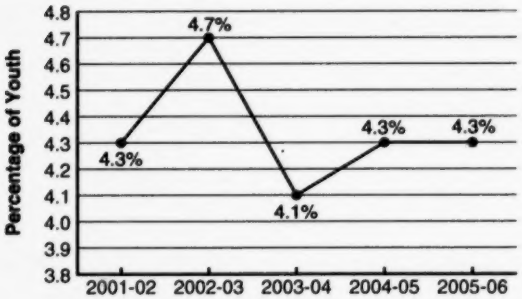
Trends

The percentage of youth within the public service has been stable at four per cent over the past five years.

It is important that the organization strives to employ youth to ensure the sustainability of government programs and services.

The Commission and departments will work to improve this trend.

(Trend information available on p. 28)



Source: PSC Human Resource Information System, March 2006

Risks

If the public service does not hire youth, there is a risk that government programs and services will not be sustained due to a lack of qualified employees.

Historically, one barrier to recruiting youth has been their lack of seniority for in-scope positions. This means that if job cuts occur, those with the least seniority (quite often youth) will be displaced.

Calculation

This measure is calculated by dividing the number of permanent full-time employees under 30 (354) by the total number of permanent full-time employees (8,272).

Measurement Results

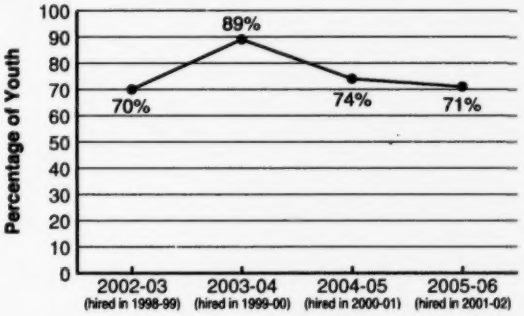
Retention rate of youth (under age 30) within the Government

This measure shows the rate at which the public service is able to retain youth hires over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and processes, organizational culture, and leadership qualities within the public service. Managers and management practices have a high level of influence on this measure but other factors (such as employees' desire for different employment experiences or opportunities, as well as family and personal reasons) also play a role.

Trends

The trend in the retention of permanent employees under 30 is an area of concern for the Commission.

It is important that the organization strives to retain youth to ensure the sustainability of government programs and services.



Source: PSC Human Resource Information System, March 2006

Risks

If the public service does not retain youth, there is a risk that government programs and services will not be sustained due to a lack of qualified employees.

Historically, one barrier to recruiting youth has been their lack of seniority for in-scope positions. This means that if job cuts occur, those with the least seniority (quite often youth) will be displaced.

Calculation

This measure is calculated by dividing the number of retained (29) employees for a four year period (2002 to 2006) by the number of employees hired (41) within the first year of the four year period, 2001-02.

Measurement Results

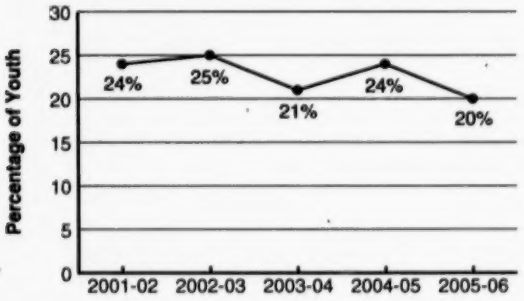
Percentage of youth hired within the public service

This measures the percentage of youth (under 30 years of age) hired into permanent full-time positions within the public service for the year ending March 31, 2006. A new hire is defined as anyone who has no previous service with the public service or is starting a job after a break in service of 180 calendar days or greater.

Trends

The percentage of youth hired in the public service remains stable.

The public service needs to improve this trend by continuing to take steps to ensure more youth are hired within the public service.



Source: PSC Human Resource Information System, March 2006

Risks

It is important that the organization retains youth for their energy, innovation, and enthusiasm, and to increase the number of younger employees to prepare for upcoming retirements.

In order to retain younger employees, the public service must strive to offer a flexible, innovative, welcoming and challenging work environment.

Calculation

This measure is calculated by dividing the number of youth (under 30 years of age) hired in 2005-06 into permanent full-time positions (41) by the number of new permanent full-time employees hired (203) into the public service.

Objective 3 – Improved organizational culture to support diversity

A work culture that supports diversity is critical to the retention of employees, particularly those from employment equity groups. The values, beliefs and behaviours of employees determine the culture of an organization. Employees who feel the workplace encourages and supports diversity will be more likely to remain in the public service.

The Commission and departments are making progress toward this objective. The Commission and departments continue to work collaboratively with all stakeholder groups to build a culture that supports diversity. However, a more coordinated effort between the Commission and departments is required to ensure all departments work to build a culture that supports diversity.

Key Actions – Results

Public Service Commission

In conjunction with the Saskatchewan Visible Minority Employee Association (SVMEA), develop information for employees regarding visible minority issues

This action has not been completed because the Saskatchewan Visible Minority Employees Association has new leadership and is in the process of developing a strategic plan.

However, the Commission is actively involved with SVMEA in developing a strategic plan and participating on other initiatives, including presentations at the SVMEA annual conference.

Enhance diversity information in PSPeople and other appropriate communications

- Enhanced diversity communications by placing advertisements in newspapers, university handbooks and Aboriginal-focus magazines.

Research other jurisdictions to identify alternate approaches to improving diversity in the Saskatchewan public service

- Continued research with other provincial jurisdictions on their approaches to implementing and establishing internship programs. Specific contact has been established with Manitoba (as the province has very similar demographics), to exchange information on employment equity programming and policies.

Conduct follow-up on the 2003 employee survey and make recommendations on changes to address diversity issues

- Provided follow-up information and recommendations to departments that requested analysis regarding employment equity group responses to the 2003 Employee Survey.

  Recommendations included:
  - creating employment equity focus/staff groups to provide input to Diversity Committees;
  - providing better communications to employment equity group members regarding employment opportunities within the department; and
  - increasing cross-cultural training.

Identify corporate diversity learning needs from employee learning plans and develop training to assist departments to meet their diversity learning needs.

- Delivered a pilot workshop on *Exploring Diversity in the Workplace* and conducted a train-the-trainer session for 15 department representatives.

Departments

Identify departmental diversity learning needs for employees

- The majority of departments (14 out of 19) have or are in the process of delivering diversity training to their employees, including programs such as:
  - *Aboriginal Culture Awareness Program* (ACAP) training;
  - respectful workplace training;
  - anti-discrimination training;
  - anti-sexual harassment training; and
  - *Exploring Diversity in the Workplace* training.

Ensure all employees are aware of and have access to diversity educational opportunities and materials in order to create a workplace culture that supports diversity

- All departments encourage employees to participate in the Aboriginal Government Employees' Network (AGEN) and Saskatchewan Visible Minority Employees' Association (SVMEA) conferences. The majority of departments post diversity information on department Intranet sites. Departments provide diversity information to employees through newsletters, e-mails, orientation programs or speaking engagements.

Departments are meeting expectations on this objective. Departments continue to deliver diversity training and ensure managers and employees have access to diversity materials.

Measurement Results

Percentage of employees who believe the organizational culture supports workplace diversity

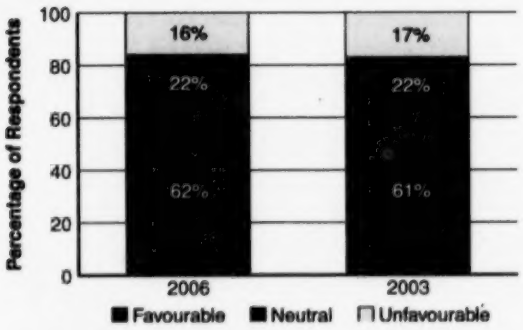
This is a measure of employees' perceptions of organizational support for diversity. Human resources provides educational materials and coaches managers on workplace diversity, which results in managers having a high level of influence on developing a culture that supports workplace diversity.

The results for this measure are drawn from the government-wide biennial survey of department employees which is conducted by the HayGroup.

Trends

The public service is four per cent above the public sector norm as listed in the HayGroup survey databank.

This is an area of strength in the public service. As such, the Commission and departments will work to maintain this strength.



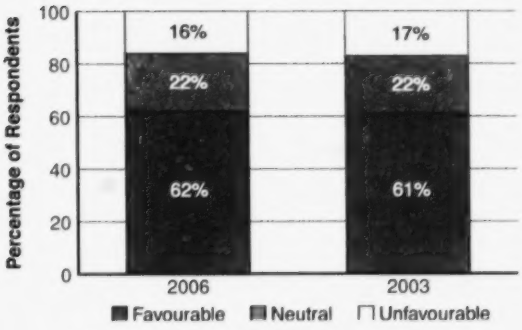
Source: 2005 and 2003 Government-wide Employee Surveys

Risks

If the public service doesn't have a culture that supports diversity it will have difficulty attracting and retaining diversity group members.

Calculation

There are four questions that make up the composite results for this measure. The questions consider whether the Saskatchewan public service is committed to ensuring equal opportunities for all employees, whether departments understand and value the differences among employees, whether departments treat employees fairly, with regard to gender, race or disability, and whether managers make reasonable efforts to accommodate employees' needs.



Source: 2005 and 2003 Government-wide Employee Surveys

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2005-06 Commission Financial Results

Summary of expenditures

The following table outlines information on actual and budgeted expenditures by subvote. Variance explanations are provided for all variances that are greater than $50,000. (Explanation of variances available on p. 33)

Financial results are for the Commission only, and do not include other departments' human resource management-related expenditures.

Subvote/Subprogram	(In thousands of dollars) Original Estimate	Actual Expenditure	Variance Over/(Under)	
Administration				
Salaries	$ 1,055	$ 1,044	$ (11)	
Operating Expenses	375	359	(16)	
Subtotal	$ 1,430	$ 1,403	$ (27)	
Accommodation and Central Services				
Operating Expenses	$ 757	$ 783	$ 26	
Human Resource Information Systems				
Salaries	$ 983	$ 781	$ (202)	1
Operating Expenses	267	505	238	2
Subtotal	$ 1,250	$ 1,286	$ 36	
Employee Relations				
Salaries	$ 1,238	$ 1,335	$ 97	3
Operating Expenses	234	137	(97)	4
Subtotal	$ 1,472	$ 1,472	$ 0	
Aboriginal Management and Professional Internship Program				
Salaries	$ 593	$ 360	$ (233)	5
Operating Expenses	30	38	8	
Subtotal	$ 623	$ 398	$ (225)	
Human Resource Development				
Salaries	$ 2,750	$ 2,880	$ 130	6
Operating Expenses	338	545	207	7
Subtotal	$ 3,088	$ 3,425	$ 337	
TOTAL APPROPRIATION				
Salaries	**$ 6,619**	**$ 6,400**	**$ (219)**	
Suppliers & Other Payments	**2,001**	**2,367**	**366**	
	$ 8,620	**$ 8,767**	**$ 147**	
Capital Asset Amortization				
Land, Buildings and Improvements	$ 31	$ 31	$ 0	
Office and Information Technology	110	110	0	
	$ 141	$ 141	$ 0	
TOTAL EXPENSE	**$ 8,761**	**$ 8,909**	**$ 147**	
ADJUSTMENTS				
Special Warrant Funding	**$ 150**			
	$ 8,911	**$ 8,909**	**$ (2)**	

Explanations for major variances:

1, 2 During 2005-06, the PSC changed how its information technology services are delivered by utilizing the services of the Information Technology Office (ITO). Payments to the ITO during 2005-06 were made as supplier payments versus salary payments where funding was initially allocated.

3 Salary pressures associated with negotiated salary increases during 2005-06.

4 Salary pressures were offset by planned curtailing of operating expenses and a delay in union/management activities during 2005-06.

5 Delay in hiring program participants due to a mid-year review of the program which resulted in program changes.

6 Salary pressures associated with negotiated salary increases during 2005-06.

7 Payments were made to a consulting firm to conduct a review of human resource service delivery within executive government. Payments were also made to implement government's new criminal record checks policy.

Summary of FTEs

The Public Service Commission budgeted for 123.4 FTEs in 2005-06. The actual number of FTEs employed at the Commission was 118.3, a variance of 5.1. The variance was due to planned vacancy management or delays in filling vacancies.

Summary of Revenues

The Commission collects revenue relating to the provision of human resource services to external agencies.

A summary of the Commission's 2005-06 budgeted revenue compared to actual revenue is presented below. Variance explanations are provided for all variances that are greater than $50,000.

	Budget	Actual	Variance
Other revenues			
- refunds – previous years expense	0	1	1
- casual revenue	43	35	-8
Sales, services and service fees			
- all other service fees	35	28	-7
Total	78	64	-14

Where to Obtain Additional Information

The Commission is confident that this report provides useful information about accomplishments and future plans. If you have questions or comments, or would like additional copies of the plan, we invite you to call: (306) 787-7592.

Or contact us:
Communications
Saskatchewan Public Service Commission
2100 Broad Street, Regina SK S4P 1Y5
webmaster@psc.gov.sk.ca
www.gov.sk.ca/psc

Appendix A

Commission Mandate and Governing Legislation

The Commission is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Public Service Act, 1998.*

The Commission is also responsible for the administration of *The Public Service Regulations, 1999.*

According to Section 3 of *The Public Service Act, 1998*, the purposes of the Act are:

- To maintain an independent and professional public service;
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- To recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the Act;
- To strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Commission has general responsibility for the Commission, including responsibility for answering questions in the Legislative Assembly.

The Minister's legal authority is limited to giving direction to the Commission in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998.*

Commissioners have all powers of commissioners appointed pursuant to *The Public Inquiries Act,* including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the Act.

Appendix B

Public Service Commissioners

Ray Purdie

Ron Torgerson

Roberta Burns

Clare Isman

Lynn Archdekin

Appendix C

Commission Overview and Organizational Chart

The Commission has three divisions: Employee Relations, Policy and Planning; Human Resource Client Service and Corporate Services. It also has two functional units: the Organizational Development Unit and the Communications Unit.

Employee Relations, Policy and Planning

The Employee Relations, Policy and Planning Division delivers corporate labour relations, compensation, human resource policy and planning support to the public service.

The division plays a key role in representing the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union and Canadian Union of Public Employees Local 600.

The division provides labour relations advice and consultation to management in support of program operations. It provides compensation research and advice and administers wage and salary services and the development of classification plans to evaluate all public service positions.

The division is also responsible for the development of the human resource strategic plan and development of strategic human resource policies for the Saskatchewan public service.

Human Resource Client Service Division

The Human Resource Client Service Division delivers staffing, classification, workplace diversity and employee and family assistance support to the public service.

The division plays a key role in the recruitment and selection of permanent full-time and student employment across the public service. These services include establishing job competencies and developing recruitment strategies. The division also evaluates and classifies public service jobs, coordinates rehabilitation placement, criminal records checks and careers and promotional advertising.

This division is also responsible for providing full human resource services to the Departments of Government Relations; Culture, Youth and Recreation; Labour; Northern Affairs; First Nations and Métis Relations and the Public Service Commission.

The Employee and Family Assistance Program provides confidential counselling assistance to government employees for work-related and personal problems.

Workplace Diversity is responsible for co-ordinating and supporting the Government of Saskatchewan in achieving a diverse workforce. The unit provides diversity planning, monitoring and advisory services to departments. The Aboriginal Career Connections program also reports to this unit.

Corporate Services

Corporate Services provides direction, guidance and support for internal operations. This includes the management of the Commission's human resources, financial services, information technology, security, procurement and facilities.

The division also operates MIDAS, maintains government-wide personnel records and administers seniority and vacation entitlements for government employees.

Communications

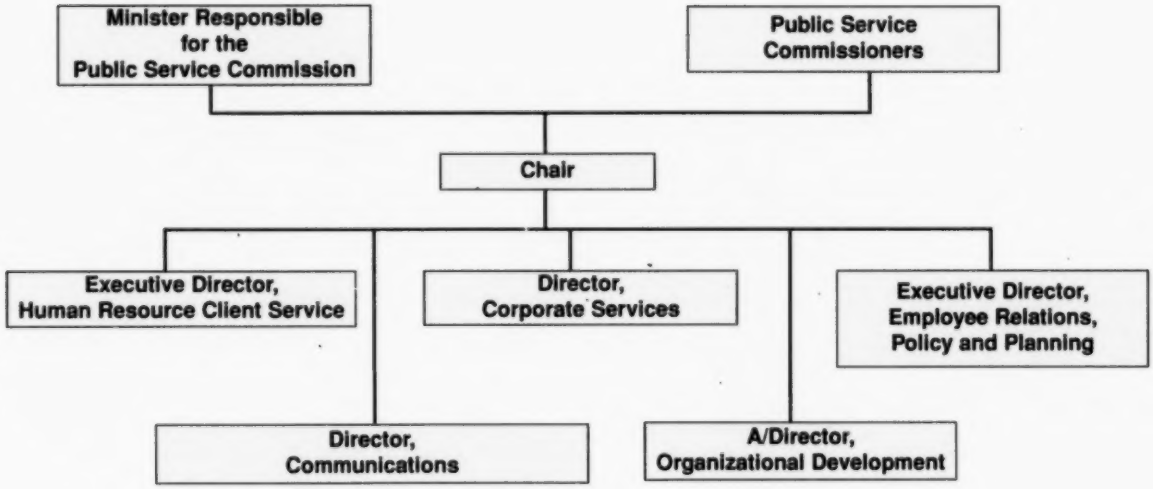
Communications provides strategic communications planning for initiatives and issues related to the PSC's activities and operations, and government-wide human resource and labour relations trends and issues.

Communications also manages the content and ongoing development of the PSC's public Internet site and in-house Intranet.

Organizational Development

Organizational Development provides leadership and support in organizational development consulting services and related corporate initiatives, such as succession management, employee surveys, leadership development.

Organizational Chart


Minister Responsible for the Public Service Commission
Public Service Commissioners
Chair
Executive Director, Human Resource Client Service
Director, Corporate Services
Executive Director, Employee Relations, Policy and Planning
Director, Communications
A/Director, Organizational Development

Appendix D

Additional Results

In addition to key results listed above, the Commission continues to have a significant operational workload, reflected in Objective 2.5, below.

Objective 2.5 – Responsive, client-centred PSC HR Operational Services

The Commission directly delivers recruitment and selection, learning and development, classification, compensation, labour relations, workplace diversity, human resource information systems, employee and family assistance, human resource planning, human resource policy, and organizational development to support departments in human resource management.

Key activities included:

Lead department-wide staffing and classification operations

- Filled over 1,200 permanent full-time positions from 45,000 applications, and authorized appointment for 132 temporary out-of-scope employees. The Commission also appointed 606 summer students and received 3,450 student applications.
- Evaluated 1,803 in-scope and out-of-scope positions to determine the appropriate compensation level.
- Promoted careers within the Saskatchewan public service at 23 career fairs across Saskatchewan.

Provide Employee and Family Assistance Program counseling/referral services to the public service

- Provided support and professional assessment, counselling, and referral service to 880 employees, or about 7.58 per cent of the Saskatchewan public service workforce.

Provide organizational development consulting services to departments

- Completed 78 consulting engagements with 17 departments and three provincial Crown organizations. These engagements involved consultations and/or facilitation in areas such as change management, strategic planning, organizational design, issue resolution, performance management, learning and development, team building, and cultural change.

Oversee and manage department-wide labour relations, compensation advisory services, and policy, planning and evaluation advisory services

- Resolved 116 grievances and 18 arbitrations (Note – the Labour Relations unit at the Commission is the primary contact for SGEU when seeking to resolve general issues as well as departmental issues).
- Resolved 187 of 297 classification appeals resulting from the implementation of the new Management Classification and Compensation Plan.
- Implemented a strengthened criminal record check policy. The policy expanded to include the following:
  - Positions with responsibility for public money;
  - Positions with the ability to modify information technology systems;
  - Positions working with third-party organizations that call for criminal record checks;
  - Positions entrusted with the care of, or intervention with, vulnerable clients;
  - Positions involved in law enforcement/security;
  - Positions involved in the administration of the criminal justice system; and
  - Positions with other special circumstances, on a case-by-case basis.

With the changes, the Saskatchewan public service has one of the most comprehensive policies and practices as compared to other provincial jurisdictions and Saskatchewan public sector employers.

- Facilitated the development of the Human Resource Plan 2006-2010 for the Saskatchewan public service. The Plan will be released in 2006-07.

Operate and maintain the public service corporate human resource information systems

- Completed 3,165 seniority verifications, 4,923 service date verifications and 2,094 vacation entitlement requests for public service employees.

- Processed 49,634 Human Resource System transactions and 837,006 Internet Personal System transactions. As of April 1, 2006, these systems have been replaced by the MIDAS system.

Provide communications consulting

- Managed communication direction and guidance for several Commission programs and projects including rollout of the Management Compensation and Classification Plan, the employee survey, MIDAS, promotion of public service careers and the strengthened criminal record check policy.

- Redesigned, reorganized and reconstructed the Commission's website, including the Career Center website.

Measurement Results

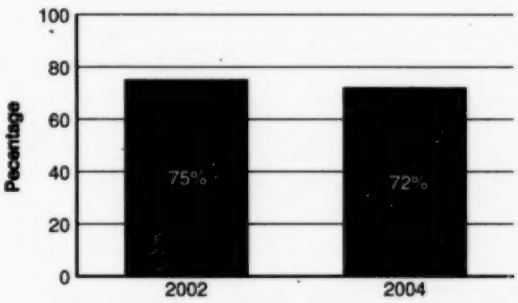
Percentage of management employees' satisfaction with PSC services

This measures management employees' satisfaction with the level of human resource services delivered by the Commission. The Commission has a moderate level of influence on this measure because some human resource practices and processes are dictated by articles and provisions within collective bargaining agreements.

The results for this measure are drawn from the Commission's biennial survey of out-of-scope employees which was conducted by Fast Consulting. The response rate for the survey was 41.8 per cent. The next survey is scheduled for 2006-07.

Trend

Overall, stakeholders, clients and management employees surveyed remain satisfied with the Commission services.



Source: 2005 and 2003 Government-wide Employee Surveys

Risks

If the Commission is not meeting client needs, then clients may have barriers in meeting their goals and objectives.

Calculation

The survey measures clients' satisfaction levels with and the degree of importance on the following: service was delivered in an acceptance amount of time; staff were competent and knowledgeable; staff were courteous and helpful; and service was provided in a fair and equitable manner. As well through the survey, clients expressed overall satisfaction with the services provided by the Commission.

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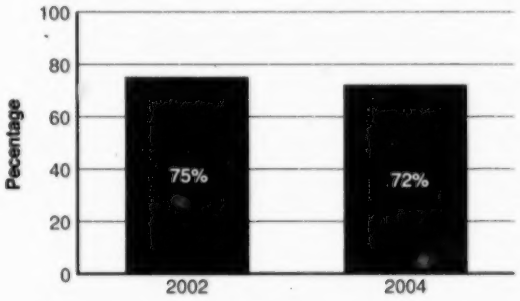
Trend

Overall, stakeholders, clients and management employees surveyed remain satisfied with the Commission services.



Source: 2005 and 2003 Government-wide Employee Surveys

Risks

If the Commission is not meeting client needs, then clients may have barriers in meeting their goals and objectives.

Calculation

The survey measures clients' satisfaction levels with and the degree of importance on the following: service was delivered in an acceptance amount of time; staff were competent and knowledgeable; staff were courteous and helpful; and service was provided in a fair and equitable manner. As well through the survey, clients expressed overall satisfaction with the services provided by the Commission.

Appendix E

Transferred or Excluded Positions, 2005-06

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act. During the 2005-06 fiscal year, 32 positions were transferred or excluded, as follows:

Community Resources & Employment

Project Manager, CBO Review 1
ML11 1

Executive Council

MCP01 1
MCP03 1
MCP07 1
MCP09 2

Government Relations

MCP01 1

Information Technology Office

Technical Security Advisor 1

Justice

MCP01 1
SG4 2
Student-at-Law 9
Crown Counsel 1 8
Crown Counsel 2 2

Rural Development

Manager, Strategic Projects 1

Abbreviations

ML: Management Level
MCP: Management Compensation Plan
SG: Management Support Group

Appendix F

Glossary of Terms

Arbitration
The hearing and determination of a dispute by an impartial referee agreed to by both parties (often used to settle disputes between labor and management).

CUMC
Central Union/Management Committee.

Government-wide
This includes government departments and department employees that are appointed under the *Public Service Act, 1998.*

Grievance
A complaint about a (real or perceived) wrong by an employee or manager.

Legacy data system
The ability to access historical personnel information

HR
human resource.

HR function
All activities and actions developed and carried out by the Public Service Commission and departments that affect or relate to human resource activities, including actions such as hiring new employees, resolving workplace disputes, classifying new positions, or bargaining with a union. Also known as HR management.

HR Manual
A collection of policies relating to human resources. The Commission and departments use these policies as a basis to make decisions on everyday human resource activities.

HR Planning
Examining demographics, organizational issues and identifying human resource strategies to alleviate potential risks to the Saskatchewan public service.

MIDAS HR/Payroll
A new computer system put into effect in April 2006 that replaces the Government's central human resources system.

Planning for Success
An out-of-scope performance management system used by departments in the Saskatchewan public service.

PS/GE
The collective bargaining unit for the public service and the Saskatchewan Government and General Employees' Union.

Simultaneous posting
Job opportunities may be posted simultaneously which means the opportunity is open to all, however preference is given to employment equity group members.

Succession Management
A method of ensuring long-term success of the public service by developing talent of existing employees and recruiting new employees to best meet strategic and business goals and objectives.

Work fit
A job that appropriately challenges employees and allows them to apply their knowledge, skills and abilities.

Workplace rehabilitation
A strategy to maximize an individual's potential for return to their pre-injury physical, psychological, and vocational level.